

# 1. (draft) Our Objectives and Key Results

## OKRs for the transformation team for Q42024 & 2025

ART - DCJ

The OKRs are defined for the range above but the work will be taken iteratively along the year for each OKR

OKR definition

- What makes an acceptable KR : specific, measurable, achievable (the right team of specialists), valuable and time-bound
- Have a Definition of Ready/Definition of Done for some KRs (eg: 2.KR3)

| Objective                                                                | Key results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Owner    | Partnering with?                                                           | Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Monthly checks on progress |
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| 1. Foster Agile Culture Across the Organization with the support of SAFe | <p><u>Impacting the ART teams:</u></p> <p><b>KR1:</b> For the launched ARTs Achieve a 90% adoption (completion) rate of Agile practices across the organization launching the ART by the end of 2025.</p> <p><b>KR2:</b> Conduct SAFe training for 90% of key internal position roles on the ARTs (Product Managers, Product Owners, Scrum Masters, RTEs) by end of 2025.</p> <p><b>KR3:</b> Increase the "team NPS" internal scores related to Agility by 20%, measured <del>at least</del> once per quarter from the start of the ART. <i>(suggestion: after each PI planning)</i></p> <p><u>Impacting the whole IT:</u></p> <p><b>KR4:</b> Hold Monthly Agile workshops (starting with onboarding) purposes for all IT organization.</p> <p><b>KR5:</b> Hold SAFe awareness quarterly workshops for all IT organization.</p> <p><b>KR6:</b> Create continuous awareness via a community</p> | Barbara? | Alix<br>Nick<br><br>From DCJ:<br>Fabian<br><br>Hugo<br>Rogerio<br><br>Bola | <p>On 1.KR1, practices at team level:</p> <ol style="list-style-type: none"><li>1. Planning</li><li>2. DoD</li><li>3. Daily Standups</li><li>4. Retro</li><li>5. Refinements</li><li>6. Estimation techniques</li></ol> <p>And at ART level:</p> <ol style="list-style-type: none"><li>1. PI event</li><li>2. System demo</li><li>3. ART sync</li></ol> <p>On 1.KR3 the NPS is defined on a subsequent page</p> <p><i>On 1.KR4 and 5: check with Cornelia to add it mandatory in the process?</i></p> <p>To discuss this one with Fabian, impacts on the ways of working for the teams, PMs etc.</p> |                            |

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| <b>2. Improve Business Agility and Business value driven</b>  | <p><u>Impacting the ART teams:</u></p> <p><b>KR1:</b> Reduce delivery time (5-10%) for the features within the ART PI.</p> <p><b>KR3:</b> Achieve between 60-80% work on the high priority features within the ARTs, 6 months after the ARTs launch.</p> <p><b>KR5:</b> Business objective review (if they are set - group of features (business wants to grow pricing transparency) then a goal for each iterations) during the PI planning.</p> <p><b>KR4:</b> Improve GBU satisfaction scores (measure through the NPS) by 10% as a result of faster delivery and better product quality.</p> <p><u>Impacting the Agile teams:</u></p> <p><b>KR2:</b> Ensure visibility on the value of each of the features delivered by the Agile teams</p>                                                            |  |  | <p>On 2.KR1 we need to compare delivery of the first PI with the subsequent ones. Then we will analyze more granularly those differences.</p> <p>On 2.KR3 comparing WSJFs (business value commitment committed vs delivered) and business owners outputs (surveys) on the features that were delivered.</p> <p>On 2.KR4 - quality relates with the incidents . To discuss RUN</p> <p>To discuss this one with <b>MERTEN S, Simon &amp; JUNQ UEIRA, Megane</b></p> <p>To discuss this one with Fabian, impacts on the ways of working for PMs</p> |  |
| <b>3. Build a Continuous Improvement and Learning Culture</b> | <p><b>KR1:</b> Increase the frequency of retrospectives across all the scrum teams to <del>at least</del> once per iteration, with a minimum of 80% participation rate across the different teams.</p> <p><b>KR2:</b> Achieve a 80% success rate of implementing improvement actions from Inspect &amp; Adapt (I&amp;A) workshops across all ARTs.</p> <p><b>KR3:</b> Achieve a 90% success rate for each team scrum member to propose and implement at least one initiative per year (outside their direct responsibility) that enhances a specific aspect of their work, their team's workflow, the company, every manager would monitor the initiative during performance review <i>(suggestion: call it "enabler" in the OKR so if not already the case, people get used to the agile wording?)</i></p> |  |  | <p>To discuss this one with Fabian, impacts on the ways of working for the teams</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
| <b>4. Measure Success and Transformation</b>                  | <p><b>KR1:</b> Define and set ART metrics dashboard with real-time tracking of key Agile scrum teams and/or ART level metrics.</p> <p><b>KR2:</b> Ensure full and dashboard like visibility into features/enablers, risks, dependencies, and progress on <b>objectives set for the ARTs</b> in place.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  | <p>4.KR1 is based on the expected metrics of velocity, defect rate, committed VS delivered to start with.</p> <p>To discuss this one with Fabian, impacts on the ways of working for the teams, PMs etc</p>                                                                                                                                                                                                                                                                                                                                      |  |

#### OKRs for the transformation team for 2026